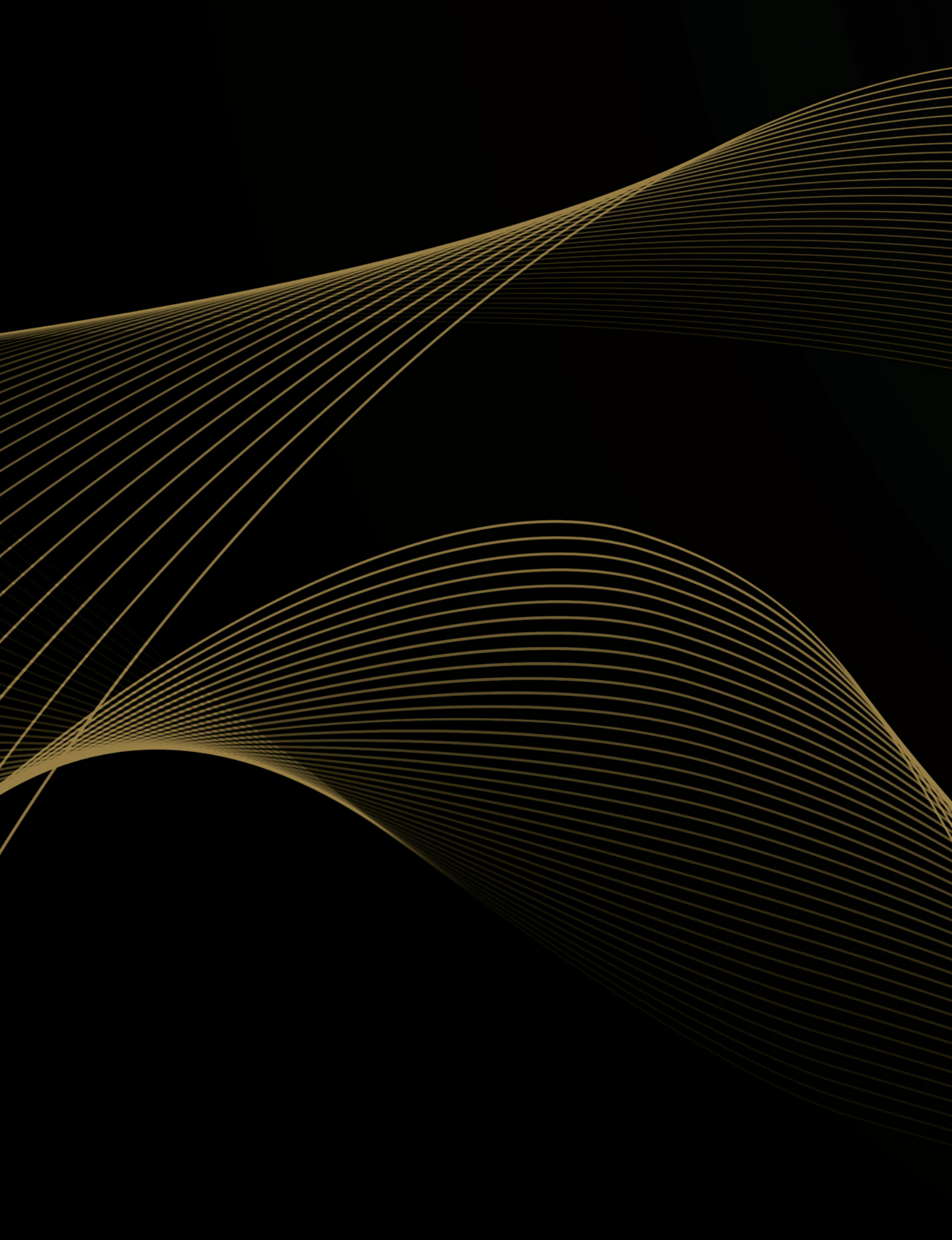




Sustainability Report

2025

KINGSMEN CREATIVES LTD



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About Kingsmen

Listed on the Mainboard of the Singapore Exchange, Kingsmen Creatives Ltd. ("Kingsmen") is a leading creator of experiences. Established in 1976, the Group has a network of offices and full-service facilities serving global clients in Exhibitions, Thematic & Attractions, Retail & Corporate Interiors, Research & Design, and Experiential Marketing.

Kingsmen's creative capabilities and seamless end-to-end solutions, through its vertically and horizontally integrated service offerings, coupled with its network of offices and partners, provide clients the benefits of flexibility, speed and value. Building on its design-led, quality and service-driven culture, the Group has established a reputation and visible brand that is synonymous with creative and innovative solutions.

The Group serves a long-standing base of clients from diverse industries including well-known names such as Chanel, Changi Airport Group, DBS, Gucci, Hong Kong & Shanghai Disneyland, LVMH Group, Ralph Lauren, Resorts World Sentosa, Singapore GP, TAG Heuer, Tax Free World Association, Tiffany & Co. and Universal Studios.

Our Philosophy

Vision

Design-led, quality and service-driven

Mission

To be the global leader in creating transformative brand experiences that inspire sustainable growth and profitability

To provide exciting and fulfilling career opportunities for all members through innovation, continual expansion, and continuous learning

Board Statement



Dear Stakeholders,

On behalf of the Board of Directors, I am pleased to present Kingsmen's FY2025 Sustainability Report, outlining our continued progress in embedding sustainability across our strategy, operations, and project delivery.

As market expectations evolve, sustainability is increasingly shaping how experiences are designed and delivered. We are responding by integrating environmental, social, and governance considerations more systematically across our value chain—aligning creativity, execution, and responsibility to deliver meaningful and resilient outcomes.

This is reflected in key projects delivered during the year, including the Singapore Pavilion at World Expo 2025 Osaka, which received multiple international recognitions and demonstrates how sustainability and design can be effectively integrated on a global stage.

Our people remain central to our approach. We continue to invest in a safe, inclusive, and high-performing workplace, while strengthening capabilities through talent development and leadership building. At the same time, we engage with communities through partnerships that support knowledge-sharing and talent development, contributing to a more sustainable industry ecosystem.

On the environmental front, we are advancing efforts to manage resources responsibly, monitor energy use and emissions, and incorporate more sustainable materials and practices into our projects where feasible. At the same time, we have strengthened our sustainability framework through recognised certifications and assessments, including EcoVadis and internationally recognised ISO standards relating to sustainability and environmental management systems, alongside other sustainability-related awards that reflect our ongoing commitment to responsible practices.

The Board maintains oversight of sustainability-related risks and opportunities, ensuring they are integrated into our governance and decision-making processes.

Sustainability remains a core pillar of our long-term strategy, and we are committed to making disciplined, measurable progress while supporting sustainable growth and value creation.

On behalf of the Board, I would like to thank our management team, employees, clients, partners, and stakeholders for their continued trust and support.

BENEDICT SOH
Chairman

About This Report

This standalone Sustainability Report covers the environmental, social and governance (“ESG”) aspects of our business operations and progress to date. This report is prepared in accordance with the Global Reporting Initiative’s (“GRI”) Standards 2021 and the Singapore Exchange Securities Trading Limited (“SGX-ST”) Listing Rules (711A and 711B) – Sustainability Reporting. The report has taken into consideration SGX’s Core ESG Metrics in line with Kingsmen’s effort to provide a common and standardised set of ESG metrics.

We have continued to follow the recommendations by the Taskforce on Climate-Related Financial Disclosures (“TCFD”) for climate-related disclosures in this report. This is an interim measure pending adoption of the International Financial Reporting Standard (“IFRS”) Sustainability Disclosure Standards by FY2030. The timeline aligns with the extended implementation schedule announced by Singapore Exchange Regulation (“SGX RegCo”) in August 2025 for issuers to adopt the new IFRS standards. There is a TCFD Index at the end of this report that indicates the alignment with the eleven TCFD recommendations.

REPORTING PERIOD AND SCOPE

This report covers the sustainability progress of Kingsmen and its subsidiaries (the “Group”) from 1 January to 31 December 2025 (“FY2025”). The metrics reported cover Kingsmen’s Singapore-based operations and will progressively include other key subsidiaries in future reports.

Where available and appropriate, we have included the historical data for the previous year of FY2024 for comparison.

This report supplements Kingsmen’s Annual Report 2025, which can be found on our corporate website <https://kingsmen.listedcompany.com/>. In accordance with our efforts to be environmentally friendly, this sustainability report is published in soft copy only. While external assurance has not been sought, the data provided in this report has been verified internally for accuracy and the sustainability reporting process is subjected to internal review.

We welcome your feedback. Please reach us at info@kingsmen-int.com.

Our Approach to Sustainability

STRATEGY

At Kingsmen, our commitment to sustainability is integral to our vision of achieving enduring profitability while upholding responsible corporate citizenship. We are dedicated to embedding sustainability into our organisational culture, actively engaging stakeholders, staying attuned to industry trends, and proactively identifying and addressing sustainability-related risks and opportunities. To guide our efforts, we have established sustainability goals that align with our business aspirations.

Our sustainability strategy is built on three core pillars:

- 1) **Market Relevance and Profit Generation:** We strive to remain relevant in the marketplace, generating profits that benefit not only our stakeholders but also the wider community.
- 2) **Stakeholder Value Creation:** We are committed to creating sustainable value for our stakeholders and aligning our long-term business strategies with their interests.
- 3) **Continuous Improvement:** We continuously refine our sustainability framework, focusing on enhancing performance in relation to material ESG issues.

Our Approach to Sustainability





STAKEHOLDER ENGAGEMENT

We value transparent and ongoing communication with our stakeholders.

The Group recognises the importance of regularly reviewing our business and sustainability strategy to create long-term value. We actively engage in meaningful dialogue with four key stakeholder groups:



Our stakeholders' feedback, concerns and views help us identify material sustainability issues, guiding the implementation of our sustainability initiatives and refining our overall strategy. To foster this dialogue, we regularly engage with our stakeholders through the following communication channels:

STAKEHOLDERS	FORMS OF ENGAGEMENT
 <p>CUSTOMERS</p>	<ul style="list-style-type: none"> • Meetings, emails, messages and phone calls • After-sales service • Electronic Direct Mailers
 <p>SUPPLIERS & BUSINESS PARTNERS</p>	<ul style="list-style-type: none"> • Meetings, emails, messages and phone calls
 <p>EMPLOYEES</p>	<ul style="list-style-type: none"> • Regular team meetings • Newsletters • Training courses • Annual group management and leadership conferences • Performance appraisals • Team bonding activities
 <p>SHAREHOLDERS</p>	<ul style="list-style-type: none"> • Annual General Meeting • Investor Relations ("IR") team ensures that all material announcements are posted in the IR section of the corporate website • SGXNET announcements

Our Approach to Sustainability






MATERIALITY ASSESSMENT

To identify sustainability issues with the most significant impact on stakeholders and business performance, we conduct a materiality assessment aligned with our business objectives that is guided by the concept of double materiality. This involves considering both the impact of ESG issues on Kingsmen’s business and how our operations impact the environment and society.

We employed a three-step process to determine the material ESG factors.



The ten material ESG factors identified and disclosed in our FY2024 Sustainability Report have been retained for FY2025 as these factors continue to be relevant and significant to the business and our stakeholders. The material ESG factors have been approved by the Board, senior management and Sustainability Committee.

THEMES	MATERIAL ESG FACTORS	DETAILS
Economic performance 	Economic performance	Annual Report > 'Financial Statements' section
Governance 	Governance	Sustainability Report > 'Our Governance' section
People 	Employee well-being and engagement Employee training and development Talent attraction, development and retention Leadership development Workplace health and safety	Sustainability Report > 'Our People' section
Community 	Community involvement	Sustainability Report > 'Our Community' section
Environment 	Sustainable working environment Sustainable solutions	Sustainability Report > 'Our Environment' section

Where applicable, targets for the next financial year (i.e. FY2026) and beyond are discussed under each material ESG factor in this report.

Our Governance

Robust governance is fundamental to our business success. At Kingsmen, our leadership prioritises long-term success built upon corporate responsibility and sustainable performance while considering the interests of all stakeholders. The Group has in place the following governance structure to ensure effective formulation of sustainability policies, implementation of actions and tracking of outcomes:

- Kingsmen's **Board of Directors** oversees governance and sustainability-related matters across the Group, working closely with senior management to engage stakeholders, identify material sustainability issues, set targets and prioritise initiatives. As part of its mandate to develop and review the Group's corporate governance and risk management framework, the Board also oversees and integrates climate-related risks and opportunities into the overall business strategy. All Board members have sufficient knowledge on sustainability matters, having attended the relevant training as prescribed by the SGX-ST.
- Working hand in hand with the Board, **senior management** oversees stakeholder engagement, identifies material sustainability issues, sets sustainability targets, provides implementation guidance and monitors progress. Senior management also addresses the Group's risk management and mitigation plans.
- Established since FY2022, the **Sustainability Committee** is chaired by the Group Chief Executive and includes representatives from various business divisions. The committee has regular meetings to review progress, coordinate the implementation of sustainability actions and oversee performance reporting across the Group.

In FY2025, Kingsmen strengthened our sustainability governance by appointing a Sustainability Champion across our business entities and overseas offices. This establishes a network of advocates who will drive sustainability efforts at the entity level across our international operations. On-boarding sessions and meetings were conducted for the Sustainability Champions to discuss and align best practices, sustainability policies and Group-wide ESG commitments.

BOARD INDEPENDENCE AND DIVERSITY

The current Kingsmen Board comprises eight directors, three of whom are independent (i.e. 37.5% of the Board). This provides impartial perspectives and helps the Board make decisions in the best interests of the company. Kingsmen has established a Board diversity policy to ensure an appropriate degree of diversity in skills, experience and gender. Of the eight directors, there is one female independent director (i.e. 12.5% of the Board). Additional details on the Board composition can be found in the Corporate Governance Report of the Annual Report.

CODE OF CONDUCT

All Kingsmen employees are expected to follow a comprehensive Code of Conduct that mandates high standards of ethical behaviour, covering essential areas like fair remuneration, health and safety, and career development. The Code is introduced to all new employees during their onboarding and periodically updated to ensure regulatory compliance. The Code was strengthened in FY2025 through the refinement and formalisation of additional HR policies. Together, these policies reinforce the Group's commitment to transparency, consistency and professionalism throughout the organisation.

Kingsmen maintains a zero-tolerance policy against all forms of forced labour, bonded labour, slave labour and human trafficking across all our workplaces and jurisdictions. This is explicitly stated in the Kingsmen Employee Handbook.

Our Governance

RISK MANAGEMENT AND INTERNAL CONTROLS

The Audit Committee (“AC”) and management oversee the Group’s risk management framework, reviewing business activities to identify significant risks and recommend mitigation strategies aligned with the Group’s risk appetite. Material transactions undergo risk assessment, with safeguards established prior to undertaking new major or significant projects. The Group maintains a corporate risk register where risks are assigned gross ratings based on impact and likelihood, which are then moderated to residual ratings after reviewing the adequacy of internal controls. These controls – covering financial, operational, compliance and information technology risks – are reviewed at least annually by the AC and the Board, supported by the work of internal and external auditors.

ANTI-CORRUPTION

Kingsmen maintains a zero-tolerance policy towards all forms of bribery, corruption and fraud. Our internal policies and controls are designed to prevent and detect corrupt practices, and all directors and employees are expected to uphold these standards without exception. Our anti-corruption policies are embedded in the Kingsmen Employee Handbook, ensuring that every employee is aware of and accountable to these standards as part of their employment with the Group. In FY2025, there were no reported cases of corruption, bribery or fraud within the Group.

Our target for FY2026 and beyond is to maintain zero incidents of corrupt practices and continue reinforcing awareness of our anti-corruption policies across all levels of the organisation.

CYBERSECURITY AND DATA PRIVACY

The Group recognises that cybersecurity and the protection of data are increasingly important dimensions of responsible business governance. In May 2025, the Group disclosed through a SGXNet announcement that it was subject to a ransomware incident. Upon discovery, the Group had responded swiftly with the help of external cybersecurity experts, including the activation of business continuity plans and coordination with authorities, with no significant operational or financial impact. Beyond this isolated event, there were no other data breaches in FY2025.

Following the incident, the Group launched a comprehensive cybersecurity transformation programme to significantly harden its infrastructure. Key enhancements included the implementation of multi-factor authentication (“MFA”), deployment of centralised log monitoring and security information and event management (“SIEM”) systems, network segmentation and mandatory annual cybersecurity awareness training for all employees. Moving forward, Kingsmen remains committed to continuous improvement and embarked on achieving Singapore’s Cyber Trust Mark Promoter Tier certification, which will demonstrate our adherence to nationally-recognised cybersecurity governance standards.

Our target for FY2026 and beyond is to maintain zero cybersecurity breaches and zero cases of non-compliance relating to data privacy and confidentiality.

SUPPLY CHAIN AND PROCUREMENT

One of our key stakeholders is our partners, who play a critical role in supporting a resilient and responsible supply chain aligned with our long-term sustainability goals. We work closely with them to uphold high environmental, social and ethical standards, including responsible sourcing, emissions reduction and fair labour practices, supported by our Sustainable Procurement Policy. Through ongoing engagements, such as our annual Partners’ Night, we strengthen relationships, recognise excellence and reinforce our shared commitment to sustainable value creation.

Our People

Our people are our most valuable asset, integral to our business and overall success. We are committed to fostering an environment where employees can thrive, build rewarding careers and realise their full potential.

To build a resilient organisation, we make significant investments in various aspects of our employees' well-being and engagement. This includes initiatives focused on employee training and development, talent attraction and retention, leadership development, and workplace safety and health.

Our leadership team spearheads and empowers our workforce to remain agile and adaptable – traits needed to navigate the challenges of the ever-evolving business landscape. We pay fair wages that are competitive with the market. In FY2025, the ratio of the highest paid executive's annual compensation to the average annual compensation of all other employees was 5:1, reflecting our commitment to pay equity within the organisation.

DIVERSITY AND INCLUSION

We place great value on diversity and inclusivity, regardless of race, religion, gender, age, sexual orientation, heritage, marital status, disability status or nationality. We believe that building a culture of holistic inclusivity begins at the leadership level. For FY2025, we are pleased to report that our full-time workforce in Singapore continues to demonstrate strong diversity across gender and age groups, consistent with our FY2024 demographics.



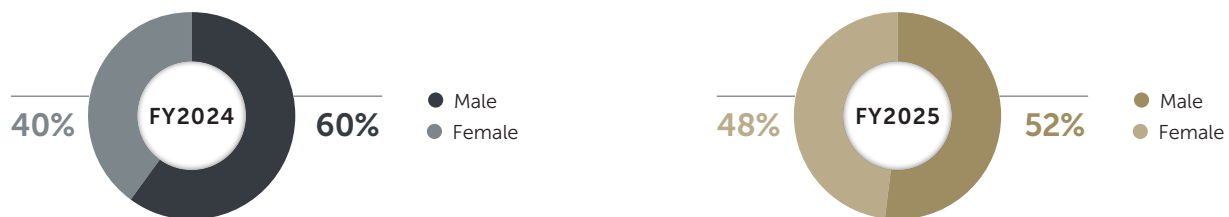
Our People

WORKFORCE AT A GLANCE: EMPLOYEE DATA AS OF 31 DECEMBER 2025

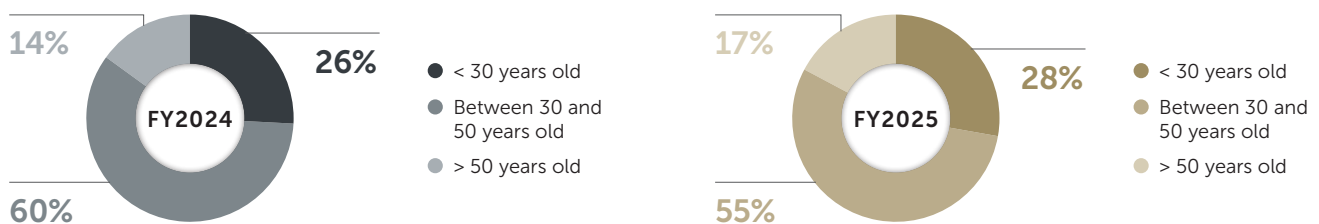
Total Number of Full-Time Employees in the Singapore Workforce



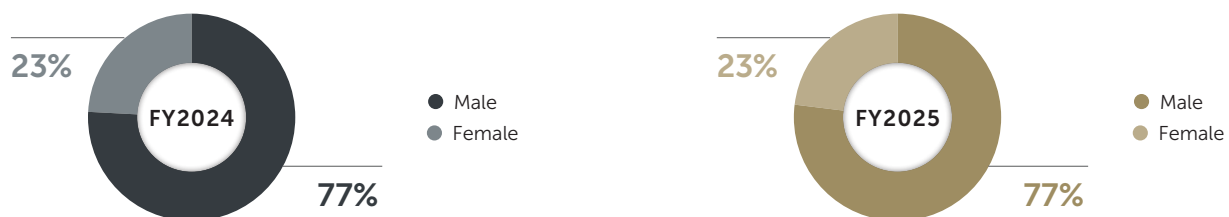
Composition of Workforce by Gender



Composition of Workforce by Age



Composition of Senior Management by Gender



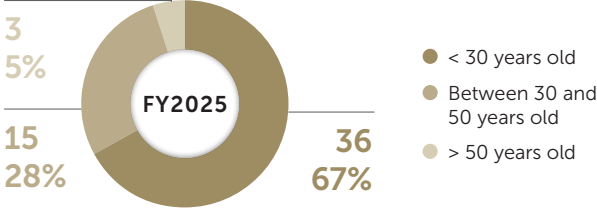
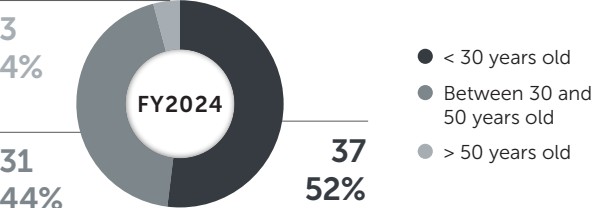
Our target for FY2026 and beyond is to sustain this gender and age diversity within our workforce.

Our People

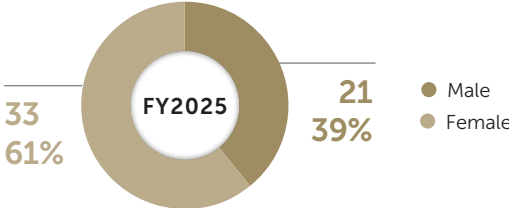
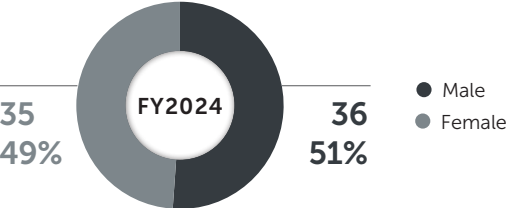
In FY2025, Kingsmen welcomed 54 new hires into our workforce, representing a new hire rate of 13%, compared to 71 new hires (17%) in FY2024. Total employee turnover in FY2025 was 60, reflecting a turnover rate of 15%, compared to the 62 departures (15%) recorded in FY2024.

NEW HIRES BREAKDOWN:

By Age Group:

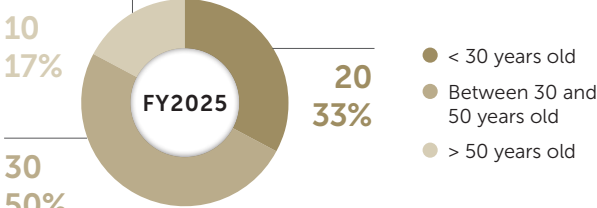
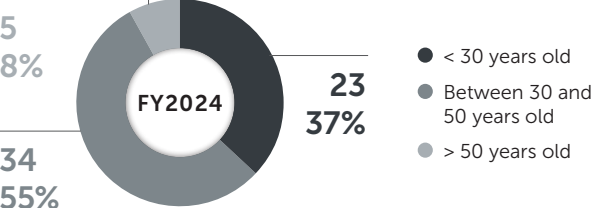


By Gender:

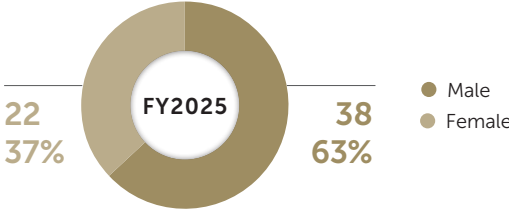
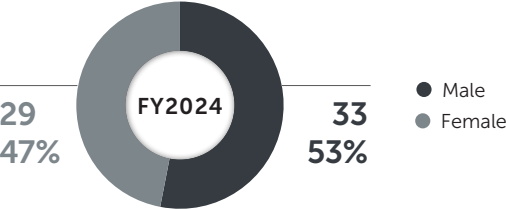


TURNOVER BREAKDOWN:

By Age Group:



By Gender:



Our People

EMPLOYEE WELL-BEING AND ENGAGEMENT

At Kingsmen, we believe that a motivated, connected and well-supported workforce is the foundation of our continued success. In FY2025, we deepened our investment in employee engagement, recognition and well-being through a rich calendar of initiatives. A highlight of the year was our Family Day at Universal Studios Singapore, bringing together employees and their families for a day of shared joy and connection.

Recognition remained a cornerstone of our engagement efforts in FY2025. Our annual Q ("Quality") Awards were held to recognise and celebrate outstanding performance across the Group, affirming our commitment to acknowledging the contributions of our people at every level of the organisation. Across our business divisions, we organised a series of incentive trips and retreats to recognise the dedication and hard work of our teams. To promote active lifestyles and regular social interaction, we continued our "Active Fridays" initiative, held on the last Friday of every month. Activities rotate each month and include badminton, bowling, pickleball, cycling, table tennis, brisk walking and karaoke.

We firmly believe that work-life balance is integral to a productive and engaged workforce. We continue to champion work-life balance and provide flexible arrangements for our employees whenever possible.

Beyond Singapore, localised initiatives in our overseas offices support staff development and personal well-being, ensuring that all employees across the Group feel connected, valued and motivated to contribute to our shared success.



Our commitment to employee engagement was externally recognised in FY2025 when Kingsmen was presented with the Best Employee Engagement Award by Singapore Business Review. This recognition reflects the collective effort of our leadership and employees in building a workplace where

everyone feels valued, connected and motivated to do their best.

Our target for FY2026 and beyond is to continually review and enhance staff benefits and engagement initiatives, ensuring they remain meaningful to the well-being of our employees.

Our People

EMPLOYEE TRAINING AND DEVELOPMENT

As a Group dedicated to nurturing talent, we prioritise the ongoing employability of our workforce through continuous investment in employee development. Our culture emphasizes continuous learning and professional growth, offering education, training and mentorship programmes designed to empower individuals at all levels within a supportive and rewarding environment.

All new Kingsmen employees undergo a comprehensive on-boarding programme, which provides insights into Kingsmen's culture, an overview of the Group, and a clear understanding of their day-to-day roles and responsibilities. Building on the 60-day new hire review initiative introduced in FY2024, we continue to assess how well new hires are adapting to the Group culture, provide a structured opportunity for them to voice concerns and suggestions about their roles and on-boarding experience, and evaluate how well they are meeting performance expectations.

Through the Kingsmen Academy, we deliver tailored training programmes aligned with the Group's strategic needs, spanning technical and digital skills, sales and business development, sustainability and compliance, and leadership and life skills. Programmes are delivered through both online and in-person formats, supplemented by on-the-job training and coaching. By investing in the upskilling and reskilling of our people, we equip them with the skill sets and mindset to meet the changing demands of the industry while continuing to deliver high quality work to our clients.

In FY2025, we enhanced and delivered the second run of our Resilience Mindsets for Success programme, a training initiative designed to equip Kingsmen employees with practical tools for managing workplace pressures, navigating challenges, and sustaining adaptability and high performance in demanding environments.

We conducted 2,470.5 hours of training for eligible employees in FY2025, which averages 6.5 hours per employee. Our target for FY2026 and beyond is to continue to deliver tailored and relevant training opportunities to our employees through the Kingsmen Academy.

TALENT ATTRACTION, DEVELOPMENT AND RETENTION

Attracting, developing, and retaining talent is critical to building a resilient organisation. In FY2025, we continued our participation in recruitment fairs at institutes of higher learning and training institutions, including National University of Singapore ("NUS"), Nanyang Technological University ("NTU"), Singapore Polytechnic ("SP"), Nanyang Polytechnic ("NYP") and Temasek Polytechnic ("TP"). These outreach efforts provide an ideal platform for us to connect with emerging talents and offer them a glimpse into the work we do.

Since FY2023, we have been participating in the Institute of Technical Education ("ITE")'s Work-Study Diploma programme, which offers ITE students the opportunity to kick-start their careers while working towards a nationally recognised diploma, bridging the gap between theory and practice. By FY2025, we welcomed three ITE students studying Architectural Technology into our creative arm, KR+D, deepening the partnership and our commitment to developing young talents.

We also believe in cultivating future leaders from within. We continually nurture emerging talents through ongoing evaluation, guidance, training and engagement, ensuring that high-potential individuals are identified early and given the support they need to grow.

As part of our talent development ecosystem, we prioritise internal mobility and redeployment, enriching our existing talent pool and reinforcing our commitment to retaining and growing talent from within the organisation.

Our target for FY2026 and beyond is to sustain our recruitment efforts and engagement with both our internal and external stakeholders.

Our People

LEADERSHIP DEVELOPMENT

Our leadership development initiatives are inclusive, offering all employees access to leadership training opportunities. Employees who demonstrate clear leadership potential and ambition are empowered to develop their management and interpersonal skills through a structured mentorship programme, where they engage regularly with senior management to build a solid foundation for their progression into managerial and leadership roles.

We employ a structured leadership development framework to develop key leadership competencies. Through mentoring sessions and participation in annual regional conferences, we accelerate the development and engagement of a strong regional talent pool across the Group.

In FY2025, we hosted the annual management and leadership conferences, where best practices were shared, and strategic and operational discussions were held on topics such as change management, organisational culture, thought leadership, digital

transformation and sustainability. The conferences presented opportunities for future leaders to build on strong relationships with colleagues from across various business divisions and country offices, while expanding their knowledge and refining their skills to become effective leaders.

Our target for FY2026 and beyond is to sustain and deepen our investment in leadership development and expand the talent pool for leadership roles within the Group.

WORKPLACE SAFETY AND HEALTH

We are committed to safeguarding employee well-being and conducting operations in full compliance with all workplace safety and health ("WSH") laws, standards, and codes of practice. Workplace safety remains a core priority across all aspects of Kingsmen's operations, supported by continuous improvements to procedures and training to minimise incidents.

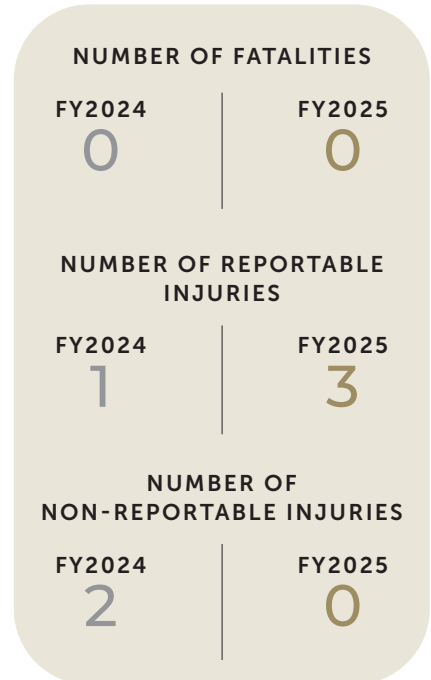
All contractors and suppliers must comply with applicable local labour laws and regulations. Essential staff

receive a minimum of two hours of occupational health and safety ("OHS") training annually.

Our safety culture is reinforced through comprehensive training programmes covering construction site safety, work-at-height, equipment operation, emergency response, first aid, and WSH management. These programmes equip employees at all levels with the skills to identify hazards, respond effectively, and uphold high safety standards across our worksites.

In FY2025, our workforce in Singapore sustained zero workplace fatalities and high-consequence injuries. There were no recordable work-related illnesses or health conditions arising from exposure to hazards at work.

Although there were three minor work-related injuries recorded on project sites, all injuries were assessed as minor, and first aid was promptly administered onsite.



Our target for FY2026 and beyond is to minimise reportable injuries and maintain zero fatalities.

Our Community

COMMUNITY INVOLVEMENT

At Kingsmen, we recognise our responsibility to contribute positively to the communities in which we operate. In FY2025, we continued our long-standing commitment to community involvement, focusing on initiatives that align with our industry as well as contribute to youth development and education, reflecting our ethos of continuous learning.

We actively encourage innovation and creativity within the community through collaborations with educational institutions.

COLLABORATION WITH EDUCATIONAL INSTITUTIONS

We continually forge strategic partnerships with educational institutions, supporting through the co-creating and certifying of programme competency modules, joint project collaborations, industry dialogues, and attachments for both lecturers and students.

Beyond these initiatives, we actively engage in industry-sharing activities. In FY2025, students from TP, NYP, SP, NUS and international students from San José State University visited our headquarters. Through studio tours

and hands-on sessions, students were introduced to immersive design and creative practices. Discussions covered topics such as experience design, customer experience, and industry trends. These visits support pathways to internships and career opportunities and form part of our ongoing efforts to nurture future talent and prepare them for professional challenges in the industry.

Our Group Chief Executive serves on the Design and Media Advisory Committee of NYP. In addition, one of our Creative Directors sits on the ITE Design and Media Academic Advisory

Committee, where she contributes to the review and approval of course syllabus, and on the Design Education Advisory Committee under the Ministry of Trade and Industry, helping to shape a globally recognised design education for Singapore. She also serves on SP's Media, Arts & Design School Advisory Committee, strengthening the link between academia and industry.

Our Deputy Chairman and Co-founder has been a Board Director of the Nanyang Academy of Fine Arts since 2016 and has served as an Honorary Advisor to the Society of Interior Designers Singapore ("SIDA") since 2023.



Our Community

INDUSTRY ENGAGEMENT AND LEADERSHIP

In FY2025, Kingsmen actively contributed to industry development and knowledge exchange across design and experiential sectors. The Group was part of the inaugural cohort of 40 companies included in the Design Power Index (“DPI”) 2025, launched by Design Business Chamber Singapore (“DBCS”) and global creative change firm Consulus. The DPI measures the economic value generated by companies through strategic design and intellectual property creation, underscoring Kingsmen’s ability to translate creative expertise into measurable economic and social impact.



During the Singapore Design Week, Kingsmen hosted a community event at our headquarters, “Dreams to Reality: The Creative Journey Behind the Singapore Pavilion,” where industry participants and students were introduced to experiential design practices and project execution. These engagements support talent development and foster knowledge sharing within the wider design and creative community.

Kingsmen maintains memberships with professional and trade associations across the region and internationally, demonstrating ongoing commitment to industry engagement, collaboration, and standards-setting.

Our Community



CORPORATE SOCIAL RESPONSIBILITY

Kingsmen is committed to contributing to the ecological and social well-being of the communities in which we operate. Our Corporate Social Responsibility (“CSR”) approach focuses on initiatives that promote environmental stewardship, social support and community engagement. This helps to build stronger and more resilient communities as well as creates long-term shared value by aligning our business success with the prosperity of our stakeholders and the planet.

In support of Singapore’s City in Nature vision, we participated in the OneMillionTrees movement, a

nationwide initiative to plant one million trees by 2030. In FY2025, we contributed by planting 50 trees in Compassvale, Sengkang, which will play a part in absorbing carbon dioxide, mitigate climate change, and enhance urban greening.

We also support social service organisations addressing community needs. In FY2025, we made contributions to NuLife Care Counselling Services, which provides mental health support, casework assistance, and outreach programmes to vulnerable groups. Through these partnerships, we aim to strengthen community resilience and provide practical support to individuals and families in need.

Our Environment

SUSTAINABLE WORKING ENVIRONMENT

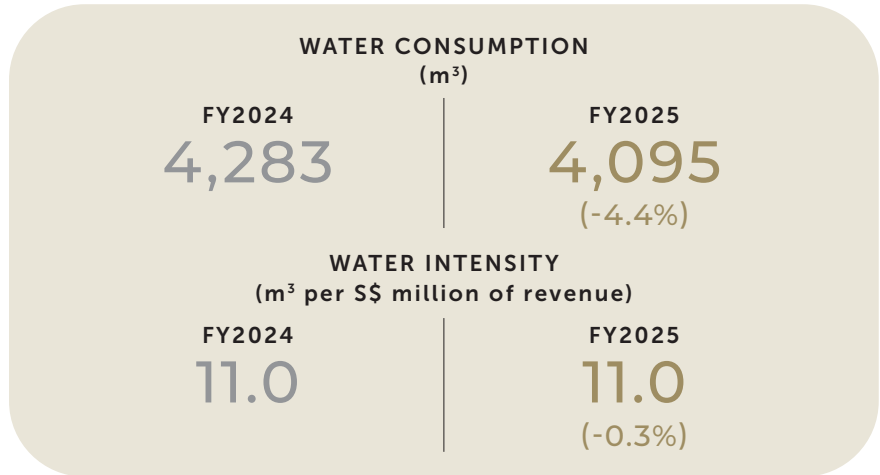
Our sustainability approach aims to generate value for our Group and our clients, integrating both short and long-term perspectives throughout the planning and execution phases of our projects. We recognise that our business processes can have both positive and negative environmental impacts, thus we remain committed to delivering timely solutions while working to minimise our environmental footprint and maximise long-term environmental benefits.

MANAGING IMPACT, WATER AND WASTE

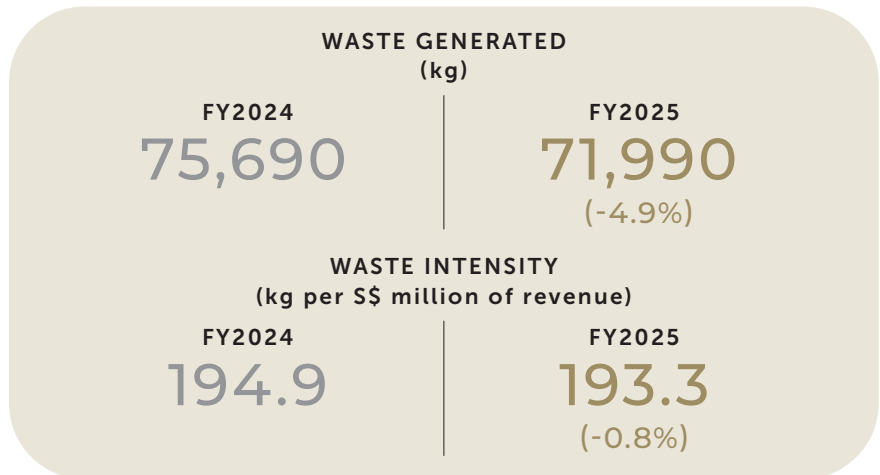
In alignment with global conservation efforts, we continuously seek ways to deliver environmentally responsible projects. Our conservation initiatives include integration of environmentally friendly materials and practices into our processes as well as ongoing reduction of the environmental impact across all our offices and production facilities. Standard operating procedures incorporate practices aimed at reducing water consumption and waste generation.

For water consumption, we have held the Water Efficient Building ("WEB") (Basic) certification from the Public Utilities Board ("PUB"), Singapore's national water agency, since FY2022. This certification programme encourages businesses, industries, schools and buildings to adopt water-efficient measures, such as installing water-efficient fittings and adhering to recommended flow rates or flush volumes.

Kingsmen's water consumption decreased by 4.4% in FY2025 compared to FY2024, due to effective maintenance and optimisation of irrigation systems.



Our waste generation decreased by 4.9% in FY2025 compared to FY2024.



In FY2025, we strengthened our waste management and recycling practices across our Singapore operations. Of the 71,990 kg of waste generated in FY2025, 1,400 kg (i.e. 1.9%) of paper, metal, plastic, glass and e-waste materials were recycled.

We continued to offer carbon emissions assessment and waste reporting services to help clients better understand and manage the environmental footprint of their events and projects. We also onboarded prospective and existing clients to our reuse, reduce, and recycle approach.

In FY2025, we expanded our portfolio of reusable exhibition booths and sustainable designs and conducted waste tracking for selected exhibitions. We have been progressively using more sustainable materials such as recyclable latex free carpet, reusable aluminium systems, laminates with third-party environmental certifications and eco-friendly graphic prints.

Our target for FY2026 and beyond is to continue monitoring and reducing water consumption, and to promote the principles of reduce, reuse, and recycle among our stakeholders.

Our Environment

ENERGY AND GREENHOUSE GAS EMISSIONS

Recognising that climate change is an existential threat, we are committed to contributing to climate action and supporting the Singapore Green Plan 2030. We actively manage our greenhouse gas ("GHG") emissions through improving energy efficiency, reducing business-related air travel, transitioning from physical to virtual meetings, and embracing digital technologies in the workplace. Our flexible working arrangements also help reduce indirect GHG emissions from employee commuting.

To support the national push towards electrification and the reduction of transport-related emissions, we have maintained the two Electric Vehicle ("EV") charging stations installed at our

Singapore head office, accommodating the growing number of staff with electric vehicles.

We regularly maintain and upgrade equipment in our production facilities to enhance energy efficiency, using project scheduling to ensure optimal equipment operation. We remain committed to exploring innovative ways to manage and reduce our carbon footprint, while leveraging new technologies to improve efficiency and productivity.

Kingsmen monitors energy consumption and GHG emissions as part of our decarbonisation efforts. Our Scope 1 direct emissions come from the use of diesel for company vehicles, while Scope 2 indirect emissions are derived from purchased electricity in Singapore. Currently,

we are not purchasing solar or other forms of renewable energy. The emission factors used are based on those published by the United Kingdom Government (for diesel) and Singapore's Energy Market Authority ("EMA") (for purchased electricity). There are minor restatements to the emissions-related data for FY2024 in view of EMA's updated grid emission factors.

Our target for FY2026 and beyond is to continue to monitor and optimise energy usage, GHG emissions and emissions intensity.

In FY2025, we conducted an employee commuting survey across our Singapore entities. We plan to expand our emissions tracking to include Scope 3 data for eventual disclosure in future reporting periods.

DIESEL CONSUMPTION (litres)

FY2024	FY2025
7,161	6,922 (-3.3%)

DIESEL CONSUMPTION ('000 kWh)

FY2024	FY2025
76	73 (-3.3%)

ELECTRICITY CONSUMPTION ('000 kWh)

FY2024	FY2025
1,477	1,432 (-3.0%)

TOTAL ENERGY CONSUMPTION ('000 kWh)

FY2024	FY2025
1,553	1,505 (-3.1%)

ENERGY INTENSITY ('000 kWh per S\$ million of revenue)

FY2024	FY2025
4.00	4.04 (+1.1%)

SCOPE 1 GHG EMISSIONS (tCO₂e)

FY2024	FY2025
19.0	18.4 (-3.3%)

SCOPE 2 LOCATION-BASED GHG EMISSIONS (tCO₂e)

FY2024	FY2025
593.8	575.7 (-3.0%)

TOTAL SCOPE 1 AND SCOPE 2 EMISSIONS (tCO₂e)

FY2024	FY2025
612.8	594.1 (-3.1%)

EMISSIONS INTENSITY (tCO₂e per S\$ million of revenue)

FY2024	FY2025
1.58	1.59 (+1.1%)

Our Environment

CLIMATE RISKS AND OPPORTUNITIES

We continuously assess climate-related risks and opportunities, prioritising them based on likelihood and impact over different time horizons. One of the key findings in the United Nations Environment Programme ("UNEP")'s annual Emissions Gap Report released in November 2025 was that global emissions continued to surge, reaching an all-time high of 57.7 GtCO₂e in 2024. The report projected that in the best-case scenario whereby all countries fulfill their conditional Nationally Determined Contributions ("NDCs") and net-zero pledges, there would be a 66% chance of limiting global warming to between 1.8°C and 2.3°C by 2100. However, if countries were to continue with current policies, there would be a 66% chance of global warming reaching between 2.1°C and 3.9°C by 2100. We have adjusted our global warming scenarios for planning purposes in view of the UNEP's assessment:

- An **optimistic scenario** where the world would limit global warming to below 2°C in 2100 in line with the Paris Agreement. While the impact of climate change would be relatively less adverse

compared to the pessimistic scenario, extreme weather events are expected to be more frequent and severe as compared to current trends. Companies would need to proactively invest in climate resilience measures and sustainable practices, thus benefiting from enhanced operational efficiency and reduced exposure to regulatory and reputational risks. This scenario assumes the implementation of progressively stricter carbon mitigation regulations, a societal shift toward renewable energy, and increased market demand for sustainable products and services.

- A **pessimistic scenario** whereby global warming could exceed 3°C by 2100. This would exacerbate climate-related risks such as sea-level rise, extreme temperatures, and natural disasters. Companies could face escalating physical risks from climate change, including damage to infrastructure, disruption of supply chains, and loss of assets. This scenario assumes insufficient global mitigation efforts, with geopolitical tensions in place and fragmented, less aggressive climate policies. The physical impact of climate change would worsen,

transition risks would be moderate, and companies would need to focus on climate adaptation as much as or more than emission mitigation.

We are using Scope 1 GHG emissions, Scope 2 GHG emissions and GHG emissions intensity as our primary metrics to assess climate-related risks and opportunities. An increase in emissions would expose Kingsmen to higher levels of climate-related risks. Our long-term direction is to transition to greener fuels and renewable energy, considering factors such as availability, cost effectiveness, government regulations, market norms, and operational requirements.

Our target for FY2026 and beyond is to monitor and improve on emissions and emissions intensity.

We have identified the following risks over the short term (next 5 years), medium term (next 5-10 years), and long term (beyond 10 years).

Our Environment

RISKS AND OPPORTUNITIES	TIME PERIOD	IMPACTS	MITIGATION MEASURES
1. Physical Risks			
Extreme weather incidents	Short term	Increased severity of extreme weather events (e.g. floods, heavy winds) affecting work activities at outdoor venues and our operations and supply chain.	<ul style="list-style-type: none"> Consider engaging third-party expertise to assess and insure at-risk assets. Incorporate checks and stress/resilience testing and contingency plans into project implementation and supply chain delivery.
Long-term climate change	Long term	Extreme prolonged impact from climate change, particularly rising sea levels and flooding. These affect Kingsmen's and the national infrastructure. Heatwaves can also pose health risks for employees.	<ul style="list-style-type: none"> Monitor trends and factor these into decisions on infrastructure and outdoor projects. Monitor employees' health during extreme weather conditions and ensure they take scheduled breaks and sufficient hydration.
2. Policy and Legal Transition Risks			
Implementation of carbon tax and dependence on the state of decarbonisation of the local electricity grids	Short to medium term	<p>The gradual increase in Singapore's carbon tax (currently at S\$45 per tCO₂e for 2026 to 2027) will increase electricity tariff rates and overall expenses.</p> <p>Kingsmen has operations in other countries which have implemented, or are considering implementing, a carbon tax or equivalent carbon pricing regulation. These include Japan, China, and Indonesia.</p> <p>In these jurisdictions, electricity suppliers are likely to pass on the carbon tax in the form of higher electricity prices, which will increase our operating costs and affect our profitability. If the local grid is unable to decarbonise and reduce its emission factor over time, this would limit our ability to reduce our emissions from purchased electricity.</p>	<ul style="list-style-type: none"> Reduce energy consumption by adopting more energy efficient equipment and manufacturing processes. Explore switching to renewable energy when this option is viable.
Mandatory GHG emissions disclosures and decarbonisation targets	Short to medium term	Regulators, stock exchanges and corporate customers are requiring additional disclosures regarding emission metrics and targets.	<ul style="list-style-type: none"> Respond to these requirements by setting and disclosing clear decarbonisation actions and pathways aligned with global standards.

Our Environment

RISKS AND OPPORTUNITIES	TIME PERIOD	IMPACTS	MITIGATION MEASURES
3. Technology Transition Risks			
Green supply chain	Short to medium term	If there are requirements for Kingsmen to source from a greener supply chain, the costs of our materials may increase. This will affect our competitiveness.	<ul style="list-style-type: none"> • Explore more opportunities to adopt new product designs with a smaller carbon footprint. • Incorporate GHG emissions considerations into supply chain development and decision-making.
4. Market Transition Risks			
Changing customer expectations	Short to medium term	If more customers take their service providers' carbon footprint into account when making procurement decisions, failure to respond to these customer expectations could erode customer retention. Potential cost increases given the requirement to source for greener products and services.	<ul style="list-style-type: none"> • Identify and anticipate changes in customers' needs. • Continue to reaffirm sustainability as key consideration throughout our organisation. • Incorporate GHG emission considerations into supply chain development and decision-making.

Our climate change assessment has highlighted several potential opportunities for Kingsmen:

- **Resource efficiency and cost savings** – By developing more sustainable product designs and offerings, we can reduce material usage, lower GHG emissions and minimise physical waste. Upgrading our manufacturing, IT, office and logistics equipment to more energy-efficient models will reduce energy consumption and save costs.
- **Increased competitive advantages, access to new markets and business growth** – The growing demand for low-carbon events and services presents new potential business opportunities. By offering more sustainable solutions for our customers, we can strengthen product competitiveness, broaden solution offerings and better serve our customers' needs. This will enhance our overall branding and reputation among investors and

employees. We will continue to explore these business opportunities in the coming year.

- **Improved operational and financial resilience** – By adopting greener sourcing practices and strengthening our supply chain's sustainability and resilience, we will attract individual and institutional investors who increasingly prioritise companies with strong sustainability commitments. By aligning our

sustainability performance with international standards, Kingsmen can access competitive green financing and sustainability-linked loans to fuel our business growth and low-carbon transition. This access to climate-aligned capital not only lowers our borrowing costs but also provides the necessary investment to pioneer eco-friendly solutions across the global events and interiors markets.



Our Environment

SUSTAINABLE SOLUTIONS

At Kingsmen, our designers and project management teams prioritise the use of environmentally-friendly materials and the adoption of sustainable practices through communication and collaboration with stakeholders. Environmental considerations are integrated from the outset at the planning stages, with constant and conscientious efforts to onboard stakeholders to prioritise sustainability. We introduce new and innovative products and materials to minimise waste generation, where feasible, in the design and procurement processes.

We delivered the Singapore Pavilion at EXPO 2025 Osaka that exemplified our integrated approach to sustainability, embedding environmentally responsible practices across the entire lifecycle

from design and construction to operations and reinstatement. Guided by circular economy principles, the project incorporated energy-efficient solutions, sustainable materials, water conservation measures, and modular design to optimise resource use and minimise environmental impact. Clear sustainability targets were set in alignment with international and national environmental goals, reflecting our commitment to advancing low-carbon, resource-efficient solutions while supporting broader sustainability agendas.



Our Environment

In FY2025, various entities within the Group received awards and certifications for sustainability and design excellence, reflecting the strength of our practices and the quality of our work.

CATEGORY	AWARD / CERTIFICATION	ENTITY	YEAR
Sustainability	EcoVadis (Silver Medal)	Kingsmen Exhibits Pte Ltd	2025
	Sustainability Initiative of the Year (Finalist) – Singapore Meetings, Incentives, Conferences and Exhibitions (“MICE”) Awards	Kingsmen Exhibits Pte Ltd	2025
	Sustainability Initiative of the Year – Singapore MICE Awards	Kingsmen Exhibits Pte Ltd	2024
	ISO 20121:2024 (Event Sustainability Management Systems)	Kingsmen Exhibits Pte Ltd	Since 2023
	ISO 14001:2015 (Environmental Management Systems)	Kingsmen Projects Pte Ltd	Since 2012
Design & Experience	Gold – Best Activation or Engagement, World Expolympics (Singapore Pavilion at EXPO 2025 Osaka)	KR+D Pte Ltd Kingsmen Exhibits Pte Ltd	2025
	Silver – Best Medium Pavilion, World Expolympics, (Singapore Pavilion at EXPO 2025 Osaka)	KR+D Pte Ltd Kingsmen Exhibits Pte Ltd	2025
	Silver – Best Thematic Concept, World Expolympics, (Singapore Pavilion at EXPO 2025 Osaka)	KR+D Pte Ltd Kingsmen Exhibits Pte Ltd	2025
	Silver – Best B2C Brand Experience (Island Shangri-La Family Suites, Hong Kong) – Marketing Events Awards 2025	KR+D Pte Ltd	2025
	Exhibition Booth Design of the Year – Singapore MICE Awards	Kingsmen Exhibits Pte Ltd	2025
	Stand Builder of the Year – Singapore MICE Awards	Kingsmen Exhibits Pte Ltd	2024 & 2025

Following the Memorandum of Understanding (“MOU”) signed with Circular Unite and Alibaba Cloud in FY2024, we delivered carbon emissions assessment services in FY2025, helping clients understand their carbon footprints and explore decarbonisation pathways.

We also continued sustainability onboarding and training for employees and vendors, strengthened sustainability content in new hire orientation, and actively shared best practices with industry stakeholders to promote broader adoption across the sector.

GRI Content Index

Statement of use	Kingmen Creatives Ltd. has reported in accordance with the GRI Standards for the period 1 January 2025 to 31 December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Nil

GRI STANDARDS		REPORT REFERENCE
GRI 2: General Disclosures 2021		
2-1	Organisational details	<ul style="list-style-type: none"> • See Annual Report 2025 > Corporate Information (page 28)
2-2	Entities included in the organisation's sustainability reporting	<ul style="list-style-type: none"> • About This Report (page 5)
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> • About This Report (page 5)
2-4	Restatements of information	<ul style="list-style-type: none"> • Our Environment > Energy and Greenhouse Gas Emissions (page 21)
2-5	External assurance	<ul style="list-style-type: none"> • Nil
2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> • About Kingsmen (page 2)
2-7	Employees	<ul style="list-style-type: none"> • Our People (pages 11-12)
2-9	Governance structure and composition	<ul style="list-style-type: none"> • Our Governance (page 9) • See Annual Report 2025 > Corporate Governance Report (pages 29-44)
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> • See Annual Report 2025 > Corporate Governance Report (pages 29-44)
2-11	Chair of the highest governance body	
2-12	Role of the highest governance body in overseeing the management of impacts	
2-13	Delegation of responsibility for managing impacts	
2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> • Our Governance (page 9)
2-15	Conflicts of interest	<ul style="list-style-type: none"> • See Annual Report 2025 > Corporate Governance Report (pages 29-44)
2-16	Communication of critical concerns	
2-17	Collective knowledge of the highest governance body	
2-18	Evaluation of the performance of the highest governance body	
2-19	Remuneration policies	
2-20	Process to determine remuneration	

GRI Content Index

GRI STANDARDS		REPORT REFERENCE
2-21	Annual compensation ratio	• Our People (page 11)
2-22	Statement on sustainable development strategy	• Our Approach to Sustainability > Strategy (page 6)
2-23	Policy commitments	• Throughout this Sustainability Report
2-24	Embedding policy commitments	• Throughout this Sustainability Report
2-26	Mechanisms for seeking advice and raising concerns	• Our Governance (pages 9-10)
2-27	Compliance with laws and regulations	• Throughout this Sustainability Report
2-28	Membership associations	• Our Community > Industry Engagement and Leadership (page 18)
2-29	Approach to stakeholder engagement	• Our Approach to Sustainability > Stakeholder Engagement (page 7)
2-30	Collective bargaining agreements	• 0% of workforce are participating in collective bargaining agreements
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	• Our Approach to Sustainability > Materiality Assessment (page 8)
3-2	List of material topics	
3-3	Management of material topics	
Topic-Specific Standards		
Environmental Disclosures		
GRI 302: Energy		
302-1	Energy consumption within the organisation	• Our Environment > Energy and Greenhouse Gas Emissions (page 21)
302-3	Energy intensity	
GRI 303: Water and Effluents		
303-5	Water consumption	• Our Environment > Managing Impact, Water and Waste (page 20)
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	• Our Environment > Energy and Greenhouse Gas Emissions (page 21)
305-2	Energy indirect (Scope 2) GHG emissions	
305-4	GHG emissions intensity	

GRI Content Index

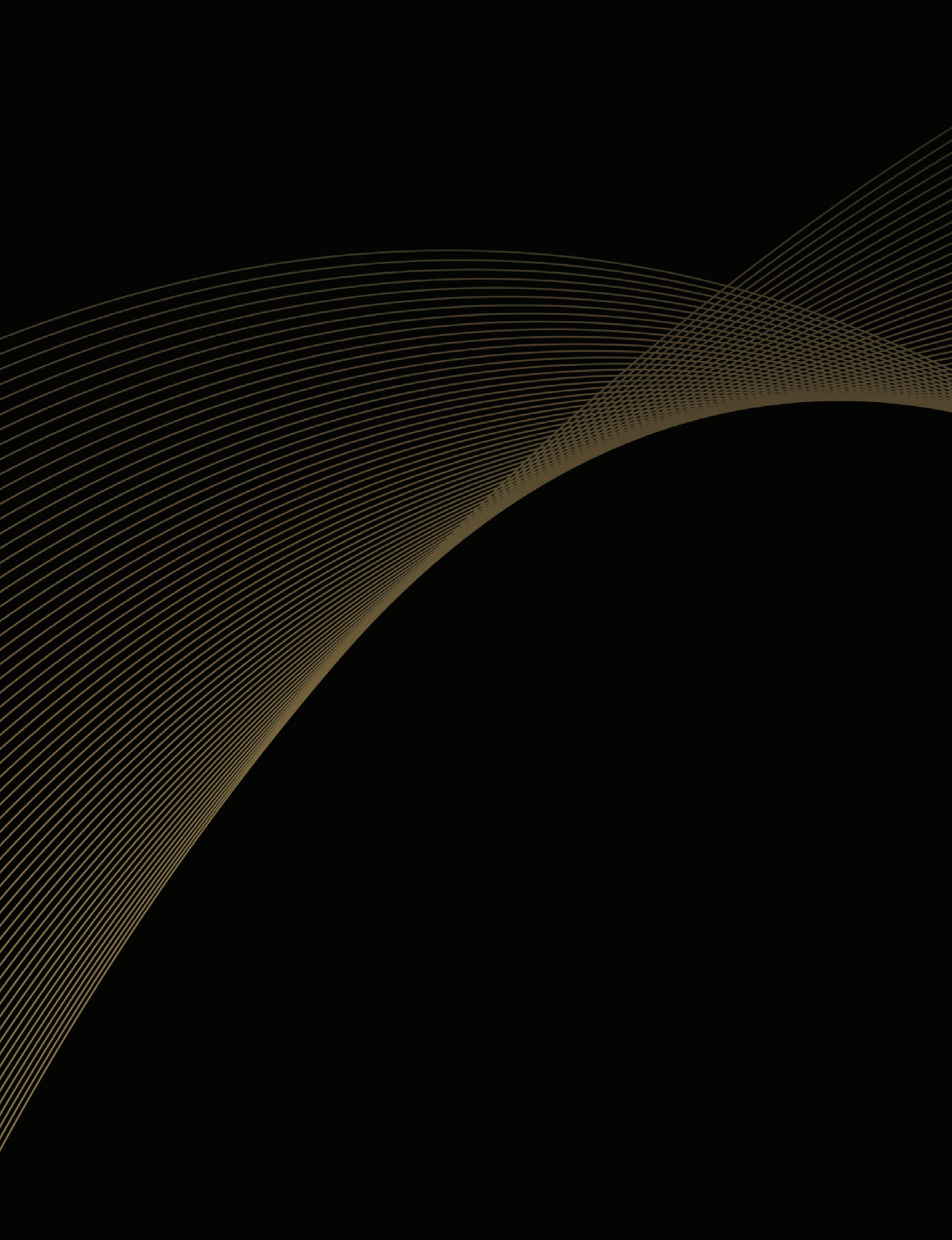
GRI STANDARDS		REPORT REFERENCE
GRI 306: Waste		
306-3	Waste generated	<ul style="list-style-type: none"> • Our Environment > Managing Impact, Water and Waste (page 20)
Social Disclosures		
GRI 401: Employment		
401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> • Our People > Diversity and Inclusion (page 13)
GRI 403: Occupational Health and Safety		
403-1	Occupational health and safety management system	<ul style="list-style-type: none"> • Our People > Workplace Safety and Health (page 16)
GRI 405: Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	<ul style="list-style-type: none"> • Our Governance (page 9) • Our People (pages 11-12) • See Annual Report 2025 > Corporate Governance Report (pages 29-44)
GRI 413: Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> • Our Community (pages 17-19)

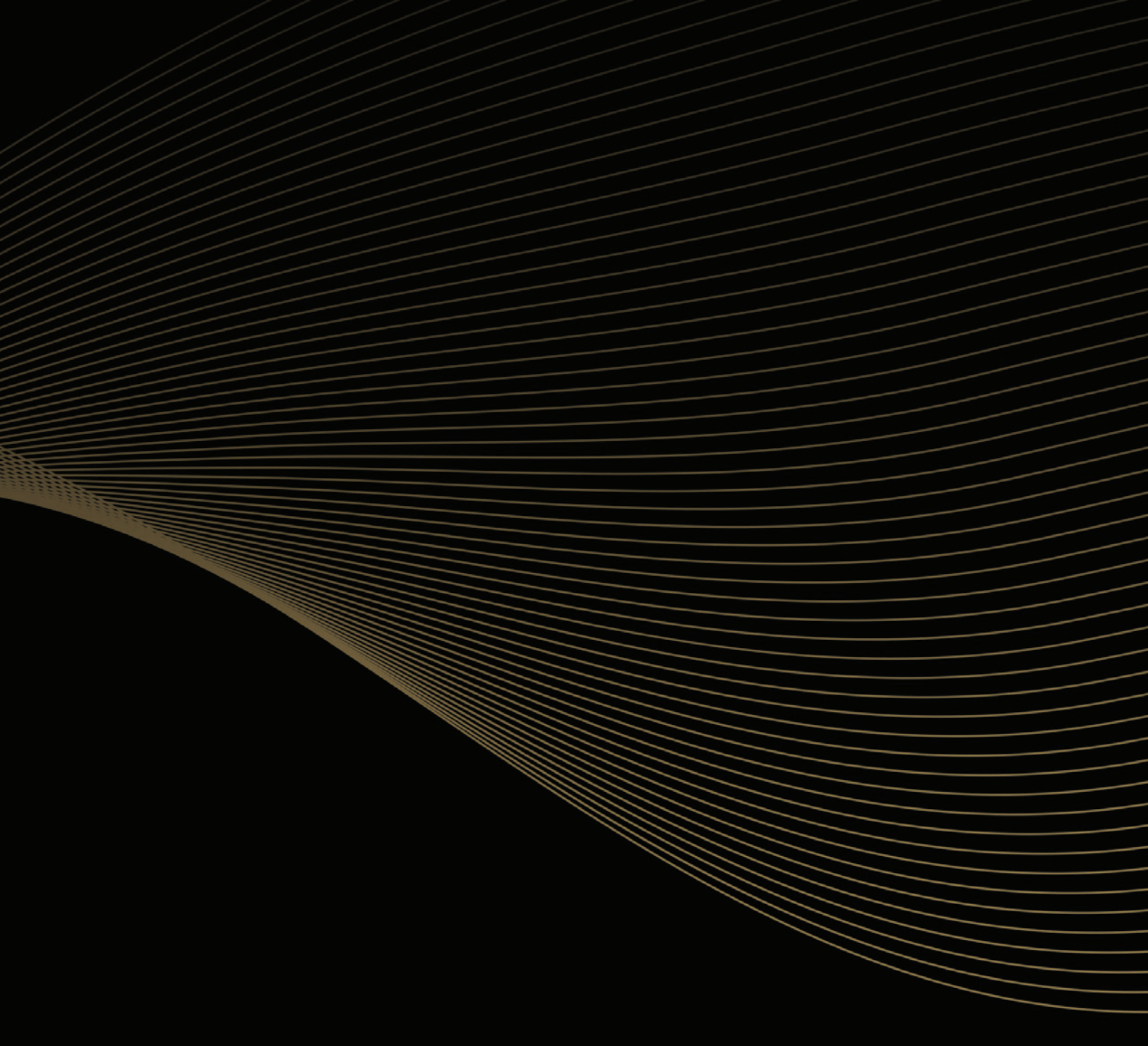
TCFD Index

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS
<p>1. Governance Disclose the organisation's governance around climate-related risks and opportunities</p>	<p>a) Describe the board's oversight of climate-related risks and opportunities</p> <hr/> <p>b) Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p>The Board of Directors oversees climate-related risks and opportunities and integrates these considerations into overall business strategy. Senior management oversees stakeholder engagement, identifies material sustainability issues, sets sustainability targets, provides implementation guidance and monitors progress.</p> <p>Our Governance section.</p>
<p>2. Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material</p>	<p>a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term</p> <hr/> <p>b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy, and financial planning</p> <hr/> <p>c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario</p>	<p>We have identified the climate-related risks and opportunities over the short, medium and long-term and considered two divergent scenarios in our assessment of climate-related risks and opportunities.</p> <p>Our Environment > Climate Risks and Opportunities section.</p>
<p>3. Risk Management Disclose how the organisation identifies, assesses, and manages climate-related risks</p>	<p>a) Describe the organisation's processes for identifying and assessing climate-related risks</p> <hr/> <p>b) Describe the organisation's processes for managing climate-related risks</p> <hr/> <p>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management</p>	<p>We will improve climate risk analysis to assess the likelihood and impact of climate-related risks.</p> <p>We aim to utilise our established enterprise risk management system to address material climate risks.</p> <p>Our Environment > Climate Risks and Opportunities section.</p>

TCFD Index

TCFD THEMATIC AREAS	RECOMMENDED DISCLOSURES	REFERENCES AND REMARKS
<p>4. Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</p>	<p>a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process</p> <hr/> <p>b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks</p> <hr/> <p>c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets</p>	<p>We are using Scope 1 and Scope 2 GHG emissions as the primary metrics to assess climate-related risks and opportunities and have disclosed Scope 1 and Scope 2 GHG emissions.</p> <p>Our Environment > Climate Risks and Opportunities section.</p> <p>Our target is to continue to monitor and optimise energy usage, GHG emissions and emissions intensity.</p> <p>Our Environment > Climate Risks and Opportunities section.</p>





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